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MEMORANDUM FOR: The Director of Central Intelligence

SUBJECT: Advertising in Agency Recruitment

1. As a result of certain unfavorable publicity in the press last October, incident to CIA's clerical recruitment activities, I understand that you instructed the Acting Deputy Director for Administration to see that all advertising of this nature was temporarily curtailed. This was done, and our personnel procurement people so instructed their recruitment officers on 27 October.

2. Since then, a very close check has been kept on the production of clerical cases, and on the other area of fairly large scale recruitment also affected, the Office of Communications, and I am assured that the impact of the advertising ban is now so noticeable as to warrant a direct request for you to permit its resumption on a carefully controlled basis.

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3. My Chief of Personnel Procurement reports that although the recruitment of clerical personnel today mainly concerns itself with replacing the average monthly attrition of about [redacted] cases, the intricacies of the selection process are such that approximately [redacted] actual interview contacts must be made each month to effect enough actual cases to produce this number of EODs. In the past, approximately 50% of these interviews have been developed through response to newspaper advertising in Washington and selected cities east of the Mississippi River. It is not surprising to find, therefore, that the number of cases being processed against clerical vacancies in the month of December, 1953, ran close to 54% less than in the same month in 1952, despite a more intensive effort to offset the loss due to inability to advertise.

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4. Coincident with the imposition of the restrictions on advertising was a reinstitution of recruitment for the Office of Communications, designed to bring them to authorized strength initially and then to provide replacements for their attrition, which averages out to 13 resignees each month. Bringing them to strength required some [] in addition to the monthly figure I have noted. As is the case with clerical recruitment, there has been traditional reliance upon advertising in magazines, technical bulletins and trade journals as well as certain newspapers, in order to permit development of enough interviews to allow maximum selectivity in conformity with your stated concern for the exercise of increased qualitative standards.

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5. At present, my Chief of Personnel Procurement advises me that because of his inability to advertise, coupled with his smaller staff, present production of communications technicians is insufficient to meet the monthly attrition figure, and no dent has been made in the backlog of []ases. In December, 1953, we accounted for 11 EODs, but in the same period there were 17 resignations.

6. It is well to mention that it has always been the practice of my personnel procurement people to conduct their advertising efforts on such a basis that the Agency is not identifiable as the sponsor. The Security Office has approved certain standard textual advertising presentations which are used, and field representatives are enjoined from departures from this text. Should your approval of this projected reinstatement be forthcoming, I assure you that the same care will be exercised.

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Harrison G. Reynolds
Assistant Director for Personnel

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